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Comment Draft

State Fire Training

Mission Statement

The mission of State Fire Training is to enable the California fire service to safely protect life and property through education, training, and certification.

California Fire Service Training and Education System

The California Fire Service Training and Education System (CFSTES) was established to provide a single statewide focus for fire service training in California. CFSTES is a composite of all the elements that contribute to the development, delivery, and administration of training for the California Fire Service. The authority for the central coordination of this effort is vested in the Training Division of the California State Fire Marshal's Office with oversight provided by the State Board of Fire Services.

The role of CFSTES is one of facilitating, coordinating, and assisting in the development and implementation of standards and certification for the California fire service. CFSTES manages the California Fire Academy System by providing standardized curriculum and tests; accredited courses leading to certification; approved standardized training programs for local and regional delivery; administering the certification system; and publishing Career Development Guides, Instructors Guides, Student Manuals, Student Supplements, and other related support materials.

This system is as successful and effective as the people involved in it are. It is a fire service system developed by the fire service, for the fire service... and we believe it is the best one in the country.

Acknowledgments

State Fire Training coordinated the development of the material contained in this guide. Before its publication, the Statewide Training and Education Advisory Committee (STEAC) and the State Board of Fire Services (SBFS) recommended this guide for adoption by the State Fire Marshal (SFM). This guide is appropriate for fire service personnel and for personnel in related occupations that are pursuing State Fire Training certification.

Ruben Grijalva Director of CDF	Kate Dargan Acting State Fire Marshal
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Special acknowledgement and thanks are extended to the following member of State Fire Training for her diligent efforts and contributions that made the final publication of this document possible.

Alicia Hamilton Fire Service Training Specialist
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The material contained in this document was compiled and organized through the cooperative effort of numerous professionals within, and associated with, the California fire service. We gratefully acknowledge the individuals who served as principal developers for this document.

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"We gratefully acknowledge the hard work and accomplishments of those before us who built the solid foundation on which this program continues to grow."

Introduction

A Certification Training Standards (CTS) Guide is developed for each rank in the fire service – fire fighter, driver/operator, fire instructor, fire officer, etc. The CTS Guide lists every responsibility a person is expected to complete and a student performance goal that includes a measurable minimum performance standard. In addition, a comprehensive list of reference resources is provided. The CTS Guide has several valuable uses:

1. It is the foundation for the certification programs recommended for adoption by the SBFS. Any certification program must be based upon job-related knowledge and measurable objectives.
2. It provides measurable minimum performance standards. The validity and reliability of fire service entrance and promotional examinations can be more easily defended when such measurable standards are utilized.
3. It lists a variety of training resources that may be studied in order to master the job. A student can be confident that any eventual testing will be based upon the authoritative resources being studied. It is this fostering of individual confidence and initiative, which may become the most important accomplishment of the CTS Guide.

Format

The following is the standardized format for a Certification Training Standards Guide.

Title

The title should be written as concise as possible and provides the first indication that the standard is cognitive, psychomotor, or both. This indication is accomplished by using corresponding verbs. A might be, "Describe and Demonstrate the Use of Ropes." This shows that there are both cognitive and psychomotor requirements.

Authority

Each CTS is keyed, when possible, to a subsection of the appropriate National Fire Protection Association (NFPA) Professional Qualifications. Because of this correlation between the CTS Guide and the NFPA standard, it can be said that each fire service position in California's certification system meets or exceeds the corresponding NFPA standard. In order to achieve this and satisfy the desired performance for California fire service personnel, a standard that the NFPA has designated for a particular level (Fire Officer V for example) may be included in California's Fire Officer requirements. Moreover, in some instances, because of repetition in the NFPA standard, several subsections might be cited for a single CTS.

In other instances, California may have a requirement that has been overlooked or neglected by the NFPA. When there is no NFPA subsection in the standard to cite, the authority requiring the standard, or a performance within the standard, is listed. In most cases, the authority cited is the State Fire Marshal or California Code of Regulations. These requirements are printed in *italics*.

Level

Three levels of learning are used in a CTS Guide. These levels are defined as:

Level I: Knowledge

- The recall or recognition of previously learned material (facts, theories, etc.) in essentially the same form as taught. Students will be able to name, match, list, and identify a concept, principle, or object.

Level II: Comprehension

- The ability to grasp the meaning of pieces of information in order to form concepts, principles, generalizations, and to perform single skills. Students will be able to describe and demonstrate the use of an identified concept, principle, or object.

Level III: Application

- The ability to take the concepts, principles, and skills learned at the comprehension level and put them to use when confronted with new problem situations. Students will be able to solve problems, develop methods, perform under actual conditions, and analyze the interrelationships within a concept or the relationship of a concept with other facts.

OAC#

The CTS is linked to the appropriate section of the *"California Fire Service Occupational Analysis."*

Performance Goal

The heart of the CTS Guide is contained in the performance goals. They attempt to specifically measure what a student knows or is capable of doing at the end of the instructional period by defining the amount of technical knowledge required or the skill of the psychomotor performance. The performance goal provides the instructor or testing agency with these guidelines.

1. What the student should be given to accomplish the CTS.
2. What the student should be able to accomplish.
3. How well the student should perform.
4. The authoritative reference resources being employed.

Given

Technically, the performance goal differs from a student behavioral objective (in a lesson plan) because the "Given" or "Condition" sections are not the same. In a behavioral objective, the "Condition" contains what the student is given at the time of testing. In a performance goal, the "Given" contains a block of information necessary for a student to study and accomplish the corresponding performance.

Performance

The "Performance" section of the performance goal lists, in detail, what a student must accomplish in order to satisfy the CTS. Four operative verbs are used in this section:

1. *Identify* means that a Level I cognitive response (written or verbal) is required from the student.
2. *Describe* means that a Level II cognitive response (written or verbal) is required from the student.
3. *Demonstrate* means that some physical response is required so that the student's psychomotor skills or cognitive product can be judged, and is not necessarily tied to a level of learning.
4. *Analyze* means that a Level III cognitive response (written or verbal) is necessary, most often in an in-depth analysis of a concept, problem, or other situation.

To cut down on the sheer size of the CTS Guide, the many details included in the "Performance" section precluded the necessity of writing a series of task analyses on closely related subjects. For example, when talking about heat, smoke, and flame detection systems, it became possible to write:

1. Demonstrate how to tie knots and hitches used by the fire service, which ***shall*** include:
 - Family of figure eight knot
 - Square knot
 - Half hitch
 - Bowline
 - Bowline on a bight
 - Clove hitch
 - Half sheep shank with safety

Generally, but not always, each numbered item in the "Performance" is a job. Sometimes, however, many jobs are included in a single numbered item. In this case, each bullet represents a single job.

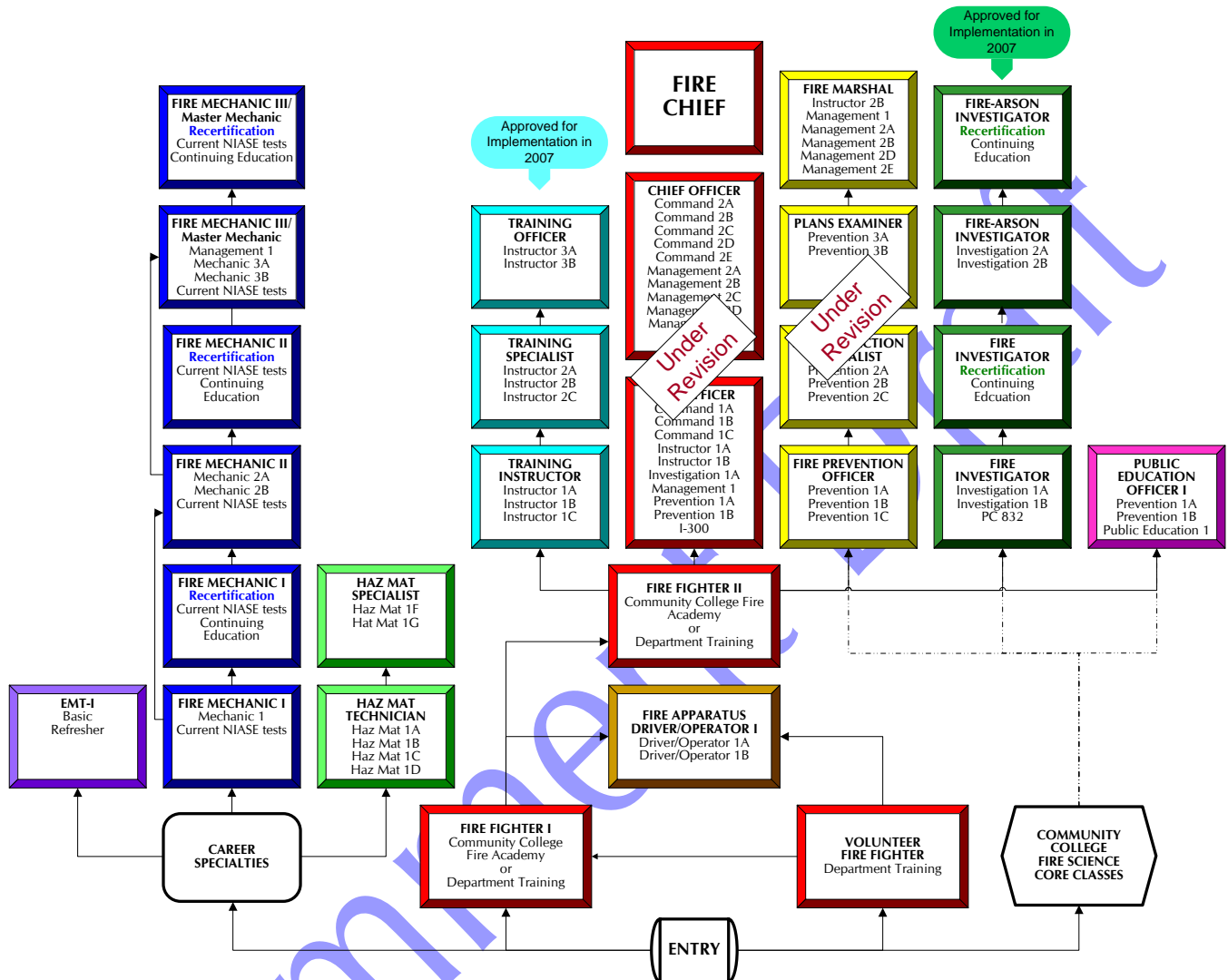
Standard

The "Standard" section of the performance goal identifies how the student will be evaluated. For cognitive requirements, the standard will be with a minimum 80% accuracy on a written exam. For psychomotor requirements, the standard will be by completing all operations on a performance test. In the cases where the CTS has both psychomotor and cognitive performance goals, the standard will list both the written exam and a performance test.

Learning Resources

A list of available authoritative reference resources supporting the performance goal.

Certification Tracks - 2007



The above information only identifies the educational requirements for each level of certification. In addition to the courses listed above, each level of certification requires a minimum experience in the subject area and/or certification prerequisites. For complete information, refer to the State Fire Training Procedures Manual. ----- line = alternate prerequisite available

HUMAN RESOURCES MANAGEMENT

#1. Describe Principles Of Leadership For The Chief Officer

AUTHORITY: State Fire Marshal

LEVEL: II

OAC#: XVI-A-3

PERFORMANCE GOAL

GIVEN:

1. A summary of leadership considerations as they relate to the other functions of management
2. A summary of the factors that impact leadership on individual, group, and organizational behavior
3. A summary of the traditional leadership styles
4. A summary of the styles of situational leadership
5. A summary of contemporary approaches to leadership
6. A summary of factors chief officers use to influence others

PERFORMANCE:

1. Describe the importance of leadership as it relates to the other functions of management
2. Describe the impact of leadership on individual, group, and organizational behavior
3. Describe the effect of traditional leadership styles, which **shall** include:
 - Autocratic
 - Democratic
 - Laissez-faire
4. Describe the styles of situational leadership, which **shall** include:
 - Delegating/achievement-oriented leadership
 - Participating/participative leadership
 - Selling/supportive leadership
 - Telling/directive leadership
5. Describe contemporary approaches to leadership, which **shall** include:
 - Charismatic leadership
 - Transactional leadership
 - Transformational leadership
6. Describe the factors chief officers use to influence others, which **shall** include:
 - Attraction
 - Commitment and consistency
 - Rule of reciprocity
 - Social proof

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Leading Others, Section 2, International Public Safety Leadership and Ethics Program
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

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HUMAN RESOURCES MANAGEMENT

#2. Describe Establishing Personnel Assignments

AUTHORITY: 2003 NFPA 1021: Sections 6.2.1, 6.2.1(A), and 6.2.1(B)

LEVEL: II

OAC#: XVI-B-7 and 20

PERFORMANCE GOAL

GIVEN:

1. A summary of the methods used to delegate in order to empower personnel
2. A summary of the methods use to establish organizational core values, mission, vision, goals, strategy, and tactics
3. A summary of the methods used to develop organizational plans
4. A summary of factors that affect personnel assignments
5. A summary of the considerations used to include individuals of diverse backgrounds in establishing work assignments

PERFORMANCE:

1. Describe the process of delegation in order to empower personnel
2. Describe the establishment of organizational core values, mission, vision, goals, strategy and tactics
3. Describe the development of organizational plans, which **shall** include:
 - Assigning duties and responsibilities
 - Coordinating tasks between divisions and groups
 - Establishing formal lines of communication and authority
 - Establishing relationships among individuals, groups, and divisions
 - Delineating lines of accountability
 - Determining the deployment of resources
 - Grouping jobs into work units
 - Separating work assignments into bureaus or divisions
4. Describe factors that affect personnel assignments, which **shall** include:
 - Levels of staffing
 - Probationary employees
 - Transfers
 - Work environment and expectations
5. Describe the considerations used to include individuals of diverse backgrounds in establishing work assignments

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

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HUMAN RESOURCES MANAGEMENT**#3. Evaluate Employee/Management Relations And Initiate A Process That Supports A Positive And Participative Employee/Management Program**

AUTHORITY: 2003 NFPA 1021: Sections 7.2.2 and 7.2.2(B)

LEVEL: II

OAC#: XVI-A-4

PERFORMANCE GOAL***GIVEN:***

1. A summary of factors used to evaluate the character of an organization
2. A summary of the considerations used in organizational decision-making
3. A summary of the communication models used in the fire service
4. A summary of the elements that support positive and participative employee/management relations
5. A summary of management styles that are used to resolve conflict
6. A summary of the steps used to resolve conflict

PERFORMANCE:

1. Evaluate the character of an organization using defining factors, which may include:
 - Organizational communication
 - Organizational image
 - Organizational leadership
 - Organizational priorities
 - Vision, mission, and values
2. Describe the process of organizational decision-making, which ***shall*** include:
 - Decision-making priorities
 - Decision-making styles
3. Describe the communication models used in the fire service, which ***shall*** include:
 - Classical
 - Human relations
 - Human resource
4. Describe the elements that support positive and participative employee/management relations, which ***shall*** include:
 - Atmosphere of unity and harmony
 - Joint initiatives that support department goals and member needs
 - Regularly scheduled, proactive meetings
 - Shared decision-making and problem-solving
 - Shared vision and mission

5. Evaluate management styles that are used to resolve conflict, which ***shall*** include:

- Avoiding conflict
- Accommodating conflict
- Collaborating conflict
- Forcing conflict
- Negotiating conflict

6. Describe the steps used to resolve conflict, which ***shall*** include:

- Convert decision to action
- Define/diagnose the problem
- Determine appropriate conflict management style to be used
- Identifying and classifying the problem
- Test the action against the desired result

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

HUMAN RESOURCES MANAGEMENT

#4. Describe Methods To Facilitate And Promote Professional Development For Department Personnel

AUTHORITY: 2003 NFPA 1021: Sections 6.2.4, 6.2.4(A), and 6.2.4(B)

LEVEL: II

OAC#: XVI-B-16

PERFORMANCE GOAL

GIVEN:

1. A summary of the AIDE process that is used to establish a fire department training program
2. A summary of opportunities for continuing education
3. A summary of the benefits of membership in professional organizations
4. A summary of the elements of Chief Officer Accreditation

PERFORMANCE:

1. Describe the AIDE process that is used to establish a fire department training program, which **shall** include:
 - Administration
 - Delivery
 - Evaluation
 - Implementation
2. Describe opportunities for continuing education, which **shall** include:
 - Community college programs
 - Four-year universities
 - Harvard Fellowship
 - National Fire Academy programs
 - Online courses
 - State Fire Training programs
 - Training academies
 - Union-sponsored education and apprenticeship programs
3. Describe the benefits of membership in professional organizations, which **shall** include:
 - Attendance in professional workshops, seminars, and conferences
 - Establishment of professional networks
 - Renewed enthusiasm for fire the service
 - Shared knowledge within the department

4. Describe the elements of Chief Officer Accreditation, which ***shall*** include:

- Ethical code of conduct
- Requirements for initial Chief Officer Designation
- Requirements for renewal

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Leading Others, Section 2, International Public Safety Leadership and Ethics Program
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

HUMAN RESOURCES MANAGEMENT

#5. Describe The Management Of the Performance Evaluation Process

AUTHORITY: 2003 NFPA 1021: Section 5.2.2 and 5.2.2(A)

LEVEL: II

OAC#: XC-C-1, 5 and XVI-D-4, 6

PERFORMANCE GOAL

1. A summary of goals and objectives of performance evaluation
2. A summary of types of performance evaluation instruments
3. A summary of common errors found in performance evaluations
4. A summary of the elements of a performance evaluation program
5. A summary of performance improvement plans and their use

PERFORMANCE:

1. Describe goals and objectives of performance evaluation
2. Describe types of performance evaluation instruments
3. Describe common errors found in performance evaluations
4. Describe the elements of a performance evaluation program, which **shall** include:
 - Link to labor agreements, promotional processes, and discipline procedures
 - Policy statement
 - Supervisor training on both the written and verbal activities
 - Written instrument
5. Describe performance improvement plans and their use

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Analyzing Performance Problems, Mager and Pipe, Center for Effective Performance
- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

HUMAN RESOURCES MANAGEMENT**#6. Describe Employee/Management Labor Relations**

AUTHORITY: 2003 NFPA 1021: Sections 7.2.2, 7.2.2(A), and 7.2.2(B)

LEVEL: II

OAC#: I-A-7 and XVI-D-10

PERFORMANCE GOAL***GIVEN:***

1. A summary of laws that govern labor relations in California
2. A summary of the process by which a collective bargaining agreement is achieved
3. A summary of the requirements of the obligation to “meet and confer”
4. A summary of methods to achieve agreement
5. A summary of labor-management practices to enhance relations

PERFORMANCE:

1. Describe the framework of laws that govern labor relations in California, which ***shall*** include:
 - Meyers-Milias-Brown Act
2. Describe the process by which a collective bargaining agreement is achieved
3. Describe the obligation to “meet and confer”
4. Describe methods to achieve agreement, which may include:
 - Arbitration
 - Mediation
 - Negotiation
5. Describe labor-management practices to enhance relations, which may include:
 - Joint labor-management committees
 - Participative management systems

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer’s Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief’s Handbook, PennWell Books/Fire Engineering
- ☐ The Rights of Firefighters, Will Aitchison, Labor Relations Information System

HUMAN RESOURCES MANAGEMENT**#7. Describe The Chief Officer's Management Role and Responsibilities**

AUTHORITY: State Fire Marshal

LEVEL: II

OAC#: XVI-B-6

PERFORMANCE GOAL**GIVEN:**

1. A summary of the roles and responsibilities of a chief officer
2. A summary of the transition from leading individuals to leading leaders
3. A summary of the elements of organizational culture with respect to leadership
4. A summary of the components of a change management plan
5. A summary of the relationship between a chief officer and other government managers

PERFORMANCE:

1. Describe the roles and responsibilities of a chief officer
2. Describe the transition from leading individuals to leading leaders
3. Describe elements of organizational culture with respect to leadership, which may include:
 - Chain of command, formal and informal
 - Communications channels
 - Morale
 - Organizational values
4. Describe the components of a change management plan, which may include:
 - Conveying the message
 - Evaluating results
 - Identifying affected groups
 - Goals
5. Describe the relationship between a chief officer and other government managers

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Leading Others, Section 2, International Public Safety Leadership and Ethics Program
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

HUMAN RESOURCES MANAGEMENT**#8. Describe The Chief Officer's Legal Responsibilities Relating To Employment**

AUTHORITY: 2003 NFPA 1021: Sections 6.2.3(A), 7.2.1, and 7.2.1(A)

LEVEL: II

OAC#: I-A-1, 2, 6 and XVII-A-1, 3

PERFORMANCE GOAL***GIVEN:***

1. A summary of the chief officer's legal responsibilities relating to human relations
2. A summary of employer policies related to the above
3. A summary of methods to determine community and agency demographics

PERFORMANCE:

1. Describe the chief officer's legal responsibilities relating to human relations, which ***shall*** include:
 - Affirmative Action (AA)
 - Americans with Disabilities Act (ADA)
 - Civil Rights Act
 - Cultural diversity
 - Equal Employment Opportunity (EEO/EEOC)
 - Fair Labor Standards Act (FLSA)
 - Family Medical Leave Act (FMLA)
 - Hostile work environment
 - Sexual harassment
 - Worker's compensation
2. Describe employer policies related to the above
3. Describe methods to determine community and agency demographics

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

29 CFR, Labor

California Code of Regulations, Title 8, Managed Health Care

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

HUMAN RESOURCES MANAGEMENT**#9. Describe The Chief Officer's Role In The Recruitment, Hiring, And Promotional Processes**

AUTHORITY: 2003 NFPA 1021: Sections 6.2.2, 6.2.2(A), 6.2.2(B), 6.2.3, 6.2.3(A), 6.2.3(B), 7.2.1, 7.2.1(A), and 7.2.1(B)

LEVEL: II

OAC#: XVI-B-5 and XVI-D-1, 2

PERFORMANCE GOAL***GIVEN:***

1. A summary of the elements in a recruiting plan
2. A summary of the elements in an entry-level hiring process
3. A summary of EEOC and other guidelines on testing
4. A summary of factors in planning a hiring or promotional process
5. A summary of test components
6. A summary of factors in evaluating candidates
7. A summary of scoring methods and considerations

PERFORMANCE:

1. Describe the elements in a recruiting plan, which may include:
 - Diversity of candidate pool
 - Incentives to apply
 - Methods to market the position(s)
2. Describe the elements in an entry-level hiring process, which may include:
 - Applications
 - Background checks
 - Interviews
 - Medical exams
 - Physical ability testing
 - Psychological exams
 - Other types of testing
 - ♦ Manipulative
 - ♦ Aptitude
 - Written testing
3. Describe EEOC and other guidelines on testing
4. Describe factors in planning a hiring or promotional process, which ***shall*** include:
 - Obtaining and directing subject-matter experts

5. Describe developing and reviewing test components, which may include
 - Assessment labs
 - Proctoring and/or administering test components
 - Role playing in simulations
 - Simulators
 - Written exercises
6. Describe factors in evaluating candidates, which ***shall*** include:
 - Interviewing candidates
 - Observing psychomotor performance
7. Describe scoring methods and considerations

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Employee Performance: Appraisal and Management, ICMA
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

HUMAN RESOURCES MANAGEMENT**#10. Describe The Chief Officer's Role In The Development Of A Career Development Program**

AUTHORITY: 2003 NFPA 1021: Sections 7.2.3, 7.2.3(A), and 7.2.3(B)

LEVEL: II

OAC#: I-B-3

PERFORMANCE GOAL***GIVEN:***

1. A summary of the elements in a career development program
2. A summary of resources for education

PERFORMANCE:

1. Describe the elements in a career development program, which may include:
 - Educational alternatives
 - Professional qualifications standards
 - Promotional standards
2. Describe resources for education, which may include:
 - Contracted resources
 - Internal resources
 - Education community resources
 - Mentoring and coaching
 - Sharing of resources with other agencies

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ FESHE model
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ NFPA standards
- ☐ Officer Development Handbook, IAFC
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ State Fire Training certification tracks
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

HUMAN RESOURCES MANAGEMENT**#11. Describe The Effectiveness Of An Employee Assistance Program**

AUTHORITY: 2003 NFPA 1021: Sections 7.2.4, 7.2.4(A), and 7.2.4(B)

LEVEL: II

OAC#: XVI-D-12

PERFORMANCE GOAL***GIVEN:***

1. A summary of the elements in an employee assistance program
2. A summary of the methods to provide employee assistance

PERFORMANCE:

1. Describe the elements in an employee assistance program, which may include:
 - Confidentiality
 - Department policy
 - Methods to access
 - Peer counseling
 - Professional assistance
 - Specific assistance options, which may include:
 - ♦ CISD
 - ♦ Financial
 - ♦ Substance abuse
 - ♦ Psychological
 - Usage data
2. Describe the methods to provide employee assistance, which may include:
 - Contracted resources
 - External resources
 - Internal resources

STANDARD:

By completing all operations on a performance test, completing all assignments and activities, passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

HUMAN RESOURCES MANAGEMENT**#12. Describe The Effectiveness Of An Incentive Programs**

AUTHORITY: 2003 NFPA 1021: Sections 7.2.5, 7.2.5(A), and 7.2.5(B)

LEVEL: II

OAC#: XVI-D-8

PERFORMANCE GOAL***GIVEN:***

1. A summary of types of incentive programs
2. A summary of goals of incentive programs
3. A summary of methods to gather data regarding incentives

PERFORMANCE:

1. Describe types of incentive programs, which may include:
 - Education
 - Leave use
 - Pay for performance or other variable management compensation programs
 - Specialty pay, which may include:
 - ♦ Paramedic
 - ♦ Hazardous materials technician
2. Describe goals of incentive programs, which may include:
 - Fiscal objectives
 - Increasing level of education in agency
 - Leave use reductions
3. Describe methods to gather data regarding incentives

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

HUMAN RESOURCES MANAGEMENT**#13. Describe And Demonstrate The Chief Officer's Role In Communication**

AUTHORITY: State Fire Marshal

LEVEL: II

OAC#: XVI-A-6

PERFORMANCE GOAL***GIVEN:***

1. A summary of the basic communication model
2. A summary of communication methods
3. A summary of formal and informal communications
4. A summary of factors that affect communications
5. A summary of methods used to develop public communications
6. A summary of the principles of effective writing

PERFORMANCE:

1. Describe the communication model (cycle)
2. Describe and demonstrate formal communication, which may include:
 - Orders and directives
 - Standard operating procedures
 - Written policies and procedures
3. Describe informal communication
4. Describe and demonstrate factors that affect communication, which **shall** include:
 - Cultural barriers
 - Difference between listening and hearing
 - Emotional context
 - Fire officer-subordinate relationship
 - Fire officer-victim rapport
 - Physical barriers
 - Semantic barriers
5. Describe and demonstrate public speaking, which may include:
 - Media relations
 - News/press release
 - Presentations
6. Describe the importance of communication etiquette

7. *Describe communication mediums, which may include:*
- *Letters/memorandum/email*
 - *Radio*
 - *Telephones/cell phones*
8. *Describe and demonstrate the principles of effective writing*

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Fire Officer Principles and Practices, Jones and Bartlett
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

COMMUNITY AND GOVERNMENT RELATIONS**#14. Describe And Demonstrate Preparing Community Awareness Programs**

AUTHORITY: 2003 NFPA 1021: Sections 6.3.1, 6.3.1(A), and 6.3.1(B)

LEVEL: II

OAC#: XVI-B-8 and X-A-2, 4

PERFORMANCE GOAL***GIVEN:***

1. A summary of community needs, community resources available, demographics and customer service principles
2. A summary of local social service agencies and non traditional community service organizations
3. A summary of the components of community awareness programs that enhance the quality of life, by using non traditional services to provide increased safety, injury prevention and convenient public services

PERFORMANCE:

1. Describe how the factors listed can impact the services provided and relations between a group within a community and the fire department
2. Describe local social service agencies and organizations that are available to respond to community needs
3. Demonstrate planning and preparing community awareness programs that will enhance the quality of life, by using non traditional services to provide increased safety, injury prevention and convenient public services

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Community Emergency Response Teams, FEMA
- ☐ Effective Supervisory Practices, ICMA
- ☐ Local social service agencies and organizations
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

COMMUNITY AND GOVERNMENT RELATIONS**#15. Describe And Demonstrate A Leadership Role In Community Events**

AUTHORITY: 2003 NFPA 1021: Sections 7.3.1, 7.3.1(A), and 7.3.1(B)

LEVEL: II

OAC#: XVII-C-7, XVI-B-8, and X-A-14

PERFORMANCE GOAL***GIVEN:***

1. A summary of a local community's demographics, community and civic issues, and formal and informal community leaders
2. A summary of a local community's organizations and events

PERFORMANCE:

1. Describe community organizations, civic events, and formal and informal community leaders with which the fire department interacts
2. Demonstrate a plan to attend, participate in, and assume a leadership role in given community organizations and events to enhance the image of the fire department

STANDARD:

By completing all operations on a performance test, completing all assignments and activities, passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Leading Others, Section 2, International Public Safety Leadership and Ethics Program
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

COMMUNITY AND GOVERNMENT RELATIONS**#16. Describe Methods and Means to Monitor Local, State, And Federal Legislative Activities To Enhance The Effectiveness Of The Fire Department**

AUTHORITY: 2003 NFPA 1021: Sections 7.3.2, 7.3.2(A), and 7.3.2(B)

LEVEL: II

OAC#: XVII-C-13 and X-A-10

PERFORMANCE GOAL***GIVEN:***

1. A summary of local legislative bodies that govern fire department activities, the schedule and format of executive staff meetings and a list of community leaders
2. A summary of the state legislative process, a list of local representatives to the state legislature, and the state fire service organizations that monitor legislation
3. A summary of the federal legislative process, a list of local representatives to the Senate and House of Representatives, and the national fire service organizations that monitor legislation

PERFORMANCE:

1. Describe at least three (3) methods to monitor local legislative activities that affect the fire department, which ***shall*** include:
 - Communication with formal and informal community leaders
 - Executive staff meetings
 - Public meetings and hearings
2. Describe at least three (3) methods to monitor state legislative activities that affect the fire department, which ***shall*** include:
 - Communication with local representatives to the state legislature
 - Newsletters and websites of state fire service organizations
 - Public meetings and hearings
 - Publications
3. Describe at least three (3) methods to monitor federal legislative activities that affect the fire department, which ***shall*** include:
 - Communication with local representatives to the Senate and House of Representatives
 - Newsletters and websites of national fire service organizations
 - Public meetings and hearings
 - Publications

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

Comment Draft

ADMINISTRATION**#17. Describe And Demonstrate Analyzing Department Policies And Procedures and Supervising The Revision/Development of Policies and Procedures**

AUTHORITY: 2003 NFPA 1021: Sections 6.4.7, 6.4.7(A), and 6.4.7(B)

LEVEL: II

OAC#: XVI-B-14

PERFORMANCE GOAL***GIVEN:***

1. A summary of policies and procedures used for problem identification
2. A summary critical issues to be considered when delegating the revision or development of department policies and procedures
3. A summary of considerations for delegation and review of policy or procedure development or revision

PERFORMANCE:

1. Analyze and describe how a given policy may affect officers, crews, and the department
2. Describe why accuracy, clarity, and impartiality are important in developing, interpreting and implementing department policies
3. Demonstrate the delegation and review of a new policy or procedure or a change to an existing policy or procedure

STANDARD:

By completing all operations on a performance test, completing all assignments and activities, passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

ADMINISTRATION**#18. Describe And Demonstrate Developing A Model Response Plan and A Long-range Plan**

AUTHORITY: 2003 NFPA 1021: Sections 6.4.6, 6.4.6(A), 6.4.6(B), 7.4.1, 7.4.1(A), and 7.4.1(B)

LEVEL: II

OAC#: XVII-C-1 and 8

PERFORMANCE GOAL**GIVEN:**

1. A summary of physical and geographic characteristics and hazards, demographics, community plan, contractual agreements, and local state and federal laws and regulations
2. A summary of department policies and procedures, fire codes, departmental plan, staffing requirements, training standards, and department needs assessments
3. A summary of the components and organization of a model response plan, and the resources for and area to be protected
4. A summary of the components and organization of a comprehensive, long range plan, and the current department resources and status, and the projected community requirements

PERFORMANCE:

1. Describe and demonstrate how to gather and interpret data needed for Model response plans
2. Describe and demonstrate how to gather and interpret data needed for long range plans
3. Demonstrate the development of a model response plan so that resource utilization is maximized and community needs are met
4. Demonstrate the development of a comprehensive long-range plan so that the projected needs of the community are met

STANDARD:

By completing all operations on a performance test, completing all assignments and activities, passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering
- ☐ Creating and Evaluating Standards of Response Cover for Fire Departments, Center for Public Safety Excellence

ADMINISTRATION**#19. Describe Analyzing And Interpreting Records And Data**

AUTHORITY: 2003 NFPA 1021: Sections 6.4.5, 6.4.5(A), and 6.4.5(B)

LEVEL: II

OAC#: XIII-A-1 through XIII-A-33 and XVII-C-3 through XVII-C-7

PERFORMANCE GOAL***GIVEN:***

1. A summary of the purpose and function of records and reports
2. A summary of the appropriate context of most records and reports
3. A summary of the need for and benefits of proper documentation, accuracy, and completeness
4. A summary of the confidentiality and privacy requirements
5. A summary of procedures used to compile and analyze data used in the strategic planning process.

PERFORMANCE:

1. Describe the purpose and function of records and reports, which ***shall*** include:
 - Accident/injury
 - Daily logs and activity reports
 - Exposure
 - Incident
 - Inspection records
 - Maintenance and use
 - Memoranda and letters
 - Personnel
 - Prevention
 - Training records
 - Worker's compensation
5. Describe the appropriate context of most records and reports, which ***shall*** include:
 - Appropriate and descriptive terminology
 - Correct grammar, spelling, and syntax
 - Detailed and organized narrative
 - Only known facts
 - The who, what, when, where, why, and how
6. Describe the need for and benefits of proper documentation, accuracy, and completeness
7. Describe the reason for confidentiality and privacy requirements
8. Describe how to compile and analyze data used in the strategic planning process.

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

Comment Draft

ADMINISTRATION**#20. Describe And Demonstrate Developing A Divisional Or Department Budget**

AUTHORITY: 2003 NFPA 1021: Sections 6.4.1, 6.4.1(A), and 6.4.1(B)

LEVEL: II

OAC#: XIII-C-1

PERFORMANCE GOAL***GIVEN:***

1. A summary of the principles of financial management
2. A summary of the basics of budgeting
3. A summary of the capital budgeting process
4. A summary of early financial warning signs and actions to avoid a crisis

PERFORMANCE:

1. Describe the principles of financial management, which ***shall*** include:
 - Budget input
 - Living within financial means
 - Periodic review
 - Relationship to overall planning efforts
2. Describe the basics of budgeting, which ***shall*** include:
 - Budget presentation
 - Competition for resources
 - Examination of revenues
 - Justification of expenditures
 - Technology
3. Describe the capital budgeting process, which ***shall*** include:
 - Competitive markets
 - Depreciation
 - Initial outlay
 - Measuring a projects benefits and costs
4. Describe early financial warning signs and actions to avoid a crisis, which ***shall*** include:
 - Ad valorem taxes below revenue estimates
 - Any trend in decreasing tax revenue
 - Declining property values
 - Excessive debt
 - Increasing labor costs
 - Operating in a deficit, requiring the use of reserves

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Basic Financial Management, Sixth Edition, Prentice-Hall
- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

Comment Draft

ADMINISTRATION**#21. Describe And Demonstrate Developing A Budget Management System**

AUTHORITY: 2003 NFPA 1021: Sections 6.4.2, 6.4.2(A), and 6.4.2(B)

LEVEL: II

OAC#: XIII-C-1

PERFORMANCE GOAL***GIVEN:***

1. A summary of the various budgeting systems
2. A summary of methods used to develop a budget using one budgeting system
3. A summary of the various budgeting types
4. A summary of the various types of revenues sources
5. A summary of the various types of funds used to manage revenue
6. A summary of the budget development process
7. A summary of individual department budget processes

PERFORMANCE:

1. Describe the various budgeting systems, which ***shall*** include:
 - Line-item
 - Matrix
 - Performance
 - Program
 - Zero-based
2. Demonstrate how to develop a budget using one budgeting system
3. Describe the various budgeting types, which ***shall*** include:
 - Capital
 - Operating
4. Describe the various types of revenues sources, which ***shall*** include:
 - Bonds
 - Community facilities districts
 - Community services districts
 - Fees
 - Grants
 - Income taxes
 - Mello-Ross taxes
 - Property taxes
 - Sales taxes
 - Special taxes

5. Describe the various types of funds used to manage revenue, which ***shall*** include:

- Enterprise funds
- Restricted funds
- Sinking funds
- Trust funds

6. Describe the budget development process, which ***shall*** include:

- Evaluation
- Implementation
- Monitor process
- Plans
- Preparation

7. Describe individual department budget processes

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Fire Officer Principles and Practices, Jones and Bartlett
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

ADMINISTRATION**#22. Describe The Process Of Soliciting Bids And Awarding Bids**

AUTHORITY: 2003 NFPA 1021: Sections 6.4.3, 6.4.3(A), and 6.4.3(B)

LEVEL: II

OAC#: XIII-C-1

PERFORMANCE GOAL***GIVEN:***

1. A summary of the requirements for bidders
2. A summary of bid specification guidelines
3. A summary of a department specific bidding process and how bids are awarded
4. Summary of the pitfalls of developing bids that are too specific
5. Summary of how to develop a Request for Proposal

PERFORMANCE:

1. Describe the requirements for bidders, which **shall** include:
 - Attendance at prebid meetings
 - Financial statements
 - Liability of performance bonds
 - Payment schedules
 - Specified delivery times
2. Describe the bid specification guidelines, which **shall** include:
 - Acceptance test
 - Accessories
 - American National Standards Institute (ANSI)
 - Delivery date
 - NFPA standards
 - NIOSH standards
 - Nonperformance clause
 - Number of units
 - Training for personnel
 - Technical support
 - Training for maintenance personnel
 - Warranty
3. Describe a department specific bidding process and how bids are awarded
4. Describe the pitfalls of developing bids that are too specific
5. Describe how to develop a Request for Proposal

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Fire Officer Principles and Practices, Jones and Bartlett
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

Comment Draft

ADMINISTRATION**#23. Describe Directing The Development, Maintenance, And Evaluation Of A Department Recordkeeping System**

AUTHORITY: 2003 NFPA 1021: Sections 6.4.3, 6.4.3(A), and 6.4.3(B)

LEVEL: II

OAC#: XIII-C-2 and XVII-E-1

PERFORMANCE GOAL***GIVEN:***

1. A summary of methods used to develop a record management system
2. A summary the benefits of a record management system
3. A summary the information system management process
4. A summary the types of records stored in a information management system
5. A summary of the components of an electronic data storage and retrieval system
6. A summary security issues related to record keeping

PERFORMANCE:

1. Describe the methods used to develop a record management system
2. Describe the benefits of a record management system, which ***shall*** include:
 - Ensuring accountability
 - Improving the operational efficiency of the organization
 - Knowing the records maintained by the organization
 - Meeting legislative and regulatory mandates
 - Meeting strategic goals and objectives
 - Protecting internal and external customer interests
 - Providing historical data
 - Saving administrative costs
 - Supporting and improving the decision making process
3. Describe the information system management process, which ***shall*** include:
 - Acquiring
 - Analyzing
 - Distributing
 - Organizing
 - Storing date

4. Describe the types of records stored in a information management system, which *shall* include:
 - Activity
 - Budget
 - Inventory
 - Maintenance
 - Personnel
5. Describe the components of an electronic data storage and retrieval system
6. Describe security issues related to record keeping

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Fire Officer Principles and Practices, Jones and Bartlett
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

ADMINISTRATION**#24. Describe Researching, Evaluating, And Projecting Training Requirements, Facilities, And Building Needs To Meet Department Goals**

AUTHORITY: 2003 NFPA 1021: Sections 6.4.8, 6.4.8(A), 6.4.8(B), 7.4.2, 7.4.2(A), and 7.4.2(B)

LEVEL: II

OAC#: XV-B-9

PERFORMANCE GOAL***GIVEN:***

1. A summary of how to determine the goals and objectives required to meet the department's training needs and requirements
2. A summary of the goal and objectives that the training program should accomplish
3. A summary of the considerations used to determine the budgetary requirements for implementing a training program
4. A summary of the how to develop and implement a training program using the AIDE process
5. A summary of the components of the training team required to implement and maintain a training program
6. A summary of the methods used to develop training program criteria
7. A summary of methods used to develop a training policies and procedures
8. A summary of the methods used to determine the need for training facilities, buildings, and training props
9. Describe how construction goals and schedules for the training facility and building are developed

PERFORMANCE:

1. Describe how to determine the goals and objectives required to meet the department's training needs and requirements
2. Describe the goals and objectives that the training program should accomplish
3. Describe how to determine the budgetary requirements for implementing a training program
4. Describe the how to develop and implement a training program using the AIDE process, which ***shall*** include:
 - Administration
 - Implementation
 - Delivery
 - Evaluation

5. Describe the components of the training team required to implement and maintain a training program, which **shall** include:
 - Instructors
 - Training committee
 - Training officer
6. Describe the methods used to develop training program criteria, which **shall** include:
 - Employee needs
 - Federal, state, and local mandates
 - Fire Chief's direction
 - Fire department mission
 - Professional standards
7. Describe the methods used to develop a training policies and procedures
8. Describe the methods used to determine the need for training facilities, buildings, and training props
9. Describe how construction goals and schedules for the training facility and building are developed

STANDARD:

By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Effective Supervisory Practices, ICMA
- ☐ Fire Officer Principles and Practices, Jones and Bartlett
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

INSPECTION AND INVESTIGATION**#25. Describe The Criteria For Evaluating A Preincident Plan**

AUTHORITY: 2003 NFPA 1021: Sections 6.5.1, 6.5.1(A), and 6.5.1(B)

LEVEL: II

OAC#: XI-B-12

PERFORMANCE GOAL***GIVEN:***

1. A summary of the fire resistive ratings for each type of building construction
2. A summary of fire behavior characteristics for each type of building construction
3. A summary of the construction features that affect the spread of smoke, heat, and fire
4. A summary of the effect fire protection systems have on fire and life safety
5. A summary of the types of incidents that benefit from preincident plans
6. A summary of preincident plan symbols and components

PERFORMANCE:

1. Describe the fire resistive rating of building construction types
2. Describe fire behavior in building construction types
3. Describe the construction features that affect the spread of smoke, heat, and fire
4. Describe the affect fire protection systems have on fire and life safety
5. Describe the types of incidents that benefit from preincident plans, which may include:
 - Special events
 - Special occupancies
 - Target fire hazards
6. Describe preincident plan symbols and components, which may include:
 - Samples of preincident plans

STANDARD:

By completing all assignments and activities and with a minimum of 80% accuracy on a written exam

REFERENCE RESOURCES

- ☐ Attacking and Extinguishing Interior Fire, Lloyd Layman, NFPA
- ☐ Building Construction Related to the Fire Service, IFSTA/FPP
- ☐ California Building Code
- ☐ Chief Officer, IFSTA/FPP
- ☐ Fire Officer Principles and Practices, Jones and Bartlett
- ☐ Fire Protection Handbook, NFPA

INSPECTION AND INVESTIGATION**#26. Describe The Chief Officer's Responsibilities For Standby Life Safety Duties**

AUTHORITY: State Fire Marshal

LEVEL: II

OAC#: XI-A-2

PERFORMANCE GOAL***GIVEN:***

1. *A summary of the situations that may result in a standby life safety assignment*
2. *A summary of the California Fire Code and other regulatory sections relating to standby life safety requirements*
3. *A summary of the duties and responsibilities of a standby life safety assignment*

PERFORMANCE:

1. *Describe situations that may result in a standby life safety assignment, which may include:*
 - *Fire protection systems temporarily out of service*
 - *Special public events*
2. *Describe the duties and responsibilities of a standby life safety assignment, which may include:*
 - *Ensuring activation of fire protection systems*
 - *Fire watch*
 - *Inspecting required fire appliances*
 - *Length of assignment*
 - *Monitoring site access*
 - *Preventing and extinguishing fires*
3. *Describe the California Fire Code and other regulatory sections relating to standby life safety requirements*

STANDARD:

By completing all assignments and activities and with a minimum of 80% accuracy on a written exam

REFERENCE RESOURCES

- ☐ California Fire Code
- ☐ California Code of Regulations, Title 19
- ☐ Chief Officer, IFSTA/FPP
- ☐ Company Officer, Clinton Smoke, Thomson Delmar Learning
- ☐ Fire Department Company Officer, IFSTA/FPP
- ☐ Fire Officer Principles and Practices, Jones and Bartlett
- ☐ Fire Protection Handbook, NFPA

INSPECTION AND INVESTIGATION**#27. Describe Developing A Plan For A New Program, Piece Of Legislation, Form Of Public Education, Or Fire Safety Code Is Facilitated**

AUTHORITY: 2003 NFPA 1021: Sections 6.5.2, 6.5.2(A), and 6.5.2(B)

LEVEL: II

OAC#: XVII-C-13

PERFORMANCE GOAL***GIVEN:***

1. A summary of the code development process
2. A summary of the California legislative process
3. A summary of public education elements and programs
4. A summary of consensus building strategies
5. A summary of public outreach techniques

PERFORMANCE:

1. Describe the code development process, which ***shall*** include:
 - California codes
 - NFPA standards
2. Describe the California legislative process
3. Describe public education elements and programs
4. Describe consensus building strategies
5. Describe public outreach techniques

STANDARD:

By completing all assignments and activities and with a minimum of 80% accuracy on a written exam

REFERENCE RESOURCES

- ☐ Chief Officer, IFSTA/FPP
- ☐ Fire Protection Handbook, NFPA
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ The Fire Chiefs' Handbook, PennWell Books/Fire Engineering
- ☐ The Legislative Process, Sheldon Gilbert, California Fire Chiefs Association

EMERGENCY SERVICE DELIVERY**#28. Describe And Demonstrate Commanding Structure Fires Involving Multi-alarm/Multi-agencies**

AUTHORITY: 2003 NFPA 1021: Sections 5.6.1, 5.6.1(A), 5.6.1(B), 6.6.1, 6.6.1(A), and 6.6.1(B)

LEVEL: II

OAC#: XVI-C-1, 2, 3, and 4

PERFORMANCE GOAL**GIVEN:**

1. A summary of strategies and tactics used control a structure fire involving a multi-unit/multi-agency response
2. A summary of the incident command system used in the control of a structure involving multi-unit/multi-agency response
3. A summary of deployment strategies used in the control of a structure involving multi-unit/multi-agency response
4. A summary of risk assessment considerations used in the control of a structure involving multi-unit/multi-agency response
5. A summary of the procedures for developing an incident action plan for a multi-unit/multi-agency structure fire

PERFORMANCE:

1. Describe the factors that determine how fire strategies are measured during a structure involving multi-unit/multi-agency response, which **shall** include:
 - Single-family residences
 - Commercial buildings
 - High-rise buildings
 - Multi-family occupancies
2. Describe the duties and responsibilities of a chief officer using the incident command system involving multiple units/multiple agencies at structure fire, which **shall** include:
 - Single-family residences
 - Commercial buildings
 - High-rise buildings
 - Multi-family occupancies
3. Describe and demonstrate the deployment of equipment and personnel required to suppress a structure fire involving multi-units/multiple agencies, which **shall** include:
 - Single-family residences
 - Commercial buildings

- High-rise buildings
 - Multi-family occupancies
4. Describe risk assessment considerations at a structure fire involving a multi-unit/multi-agency response, which **shall** include:
- Regulatory requirements for fire fighter safety and survival
 - Building construction strengths and weaknesses, and their affects on fire spread on the interior and exterior of a structure
 - Products of combustion found inside a structure and their impact on time-temperature curve and fire spread
5. Describe and demonstrate the procedures used to control, confine, and extinguish fires and protect exposures at a structure fire involving a multi-unit/multi-agency, which **shall** include:
- How ICS organizational structure is applied
 - Strategy, tactics, and modes
 - Fire fighting methods used in fire control and extinguishment
6. Demonstrate the development of an incident action plan on a simulated incident for a multi-unit/multi-agency response, which **shall** include:
- Single-family residences
 - Commercial buildings
 - High-rise buildings
 - Multi-family occupancies

STANDARD:

By completing all operations on a performance test, completing all assignments and activities, passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Officer, IFSTA/FPP
- ☐ Fire Fighting Tactics, Lloyd Layman, NFPA
- ☐ Fire Officer Principles and Practices, Jones and Bartlett
- ☐ Fire Protection Handbook, NFPA
- ☐ Incident Management System Model Procedures Guide for High-Rise Firefighting, IFSTA/FPP
- ☐ Managing Fire and Rescue Services, ICMA

EMERGENCY SERVICE DELIVERY**#29. Describe And Demonstrate Commanding A Hazardous Materials Incident**

AUTHORITY: 2003 NFPA 1021: Sections 6.6.1, 6.6.1(A), and 6.6.1(B), and CCR Title 8, 5192

LEVEL: II

OAC#: XVI-C-1, 2, 3, and 4

PERFORMANCE GOAL**GIVEN:**

1. A summary of interagency and intra-agency roles and responsibilities for a hazardous material incident
2. A summary of reference resources that provide guidance for mitigating hazardous materials incidents
3. A summary of factors that determine how hazardous materials mitigation strategies are measured
4. A summary of the duties and responsibilities for using the incident command systems at a hazardous materials incident
5. A summary of personnel and equipment required to mitigate a hazardous materials incident
6. A summary of risk assessment considerations at a hazardous materials incident
7. A summary of the procedures used to control, confine, and mitigate a hazardous materials incident

PERFORMANCE:

1. Describe interagency and intra-agency roles and responsibilities for a hazardous materials incident
2. Describe reference resources that should be used to mitigate a hazardous materials incident
3. Describe the factors that determine how hazardous material mitigation strategies are measured during an emergency
4. Describe the duties and responsibilities of a fire officer using the incident command system at a hazardous materials incident involving one or more units
5. Describe and demonstrate the deployment of equipment and personnel required to mitigate a hazardous materials incident
6. Describe risk assessment considerations at a hazardous materials incident, which **shall** include:
 - Chemical properties, classifications, and identification of the hazardous materials and their affect on controlling the incident
 - Life, environment, and property concerns
 - Regulatory requirements for fire fighter safety and survival
 - Toxicological concerns relative to human life

7. Describe and demonstrate the procedures used to control, confine, and mitigate a hazardous materials incident, which *shall* include:

- Action plan
- Command
- Containment measurements
- Decontamination
- Disposal
- Documentation
- Identification
- Isolation
- Notification
- Personal protective equipment
- Protective actions
- Safety

STANDARD:

By completing all assignments and activities and with a minimum of 80% accuracy on a written exam

REFERENCE RESOURCES

- ☐ Company Officer, Clinton Smoke, Thomson Delmar Learning
- ☐ Fire Department Company Officer, IFSTA/FPP
- ☐ Fire Officer Principles and Practices, Jones and Bartlett
- ☐ Hazardous Materials First Responder Operations, OES/CSTI
- ☐ Hazardous Materials: Managing the Incident, Noll and Hildebrand, IFSTA/FPP
- ☐ NIOSH Pocket Guide to Chemical Hazards, NIOSH

EMERGENCY SERVICE DELIVERY**#30. Describe And Demonstrate Implementing The Incident Command System (ICS 400)**

AUTHORITY: 2003 NFPA 1021: Sections 4.6.3(B), 5.6.1(B), 6.6.1, 6.6.1(A), and 6.6.1(B)

LEVEL: II

OAC#: V-C-4, 5 and V-D-2

PERFORMANCE GOAL**GIVEN:**

1. A summary of how the Incident Command System (ICS 400)
2. Simulated incident scenario information

PERFORMANCE:

1. Describe ICS Command and General staff principle responsibilities, which **shall** include:
 - Primary guidelines related to command and general staff positions
 - Principal responsibilities for each command and general staff position
 - Purpose and responsibilities of agency representatives, reporting relationships and how they can be effectively used within the incident organization
 - Roles of deputies and assistants in incident management
 - Steps built into the ICS design to compensate for previous incident management problems
2. Describe Unified Command, which **shall** include:
 - Advantages of unified command
 - Areas of cost sharing that might apply under unified command structure
 - Primary features of unified command
3. Describe how major incidents are managed, which **shall** include:
 - List the expansion options for incident organization and under what conditions they would be applied
 - Principal factors often found in, or related to, major and/or complex incidents
4. Describe Area Command, which **shall** include:
 - Area command organization
 - Defining area command
 - Differences between area command, unified command, multi-agency coordination system and emergency operation centers
 - Principals advantages of using area command
 - Six primary functional responsibilities of area command

5. Describe the Multi-agency Coordination (MAC), which ***shall*** include:
 - Essential differences between area command, MAC and EOC
 - Guidelines for establishing and using MAC groups
 - Kinds of incident management problem that can occur due to the lack of MAC
 - Levels where MAC is commonly accomplished
 - Primary components and responsibilities of MAC
 - Principal position within a MAC system
 - Terms related to MAC
6. Demonstrate developing a command and general staff organization around a given incident scenario
7. Demonstrate developing an area command based on a given scenario

STANDARD:

By completing all operations on a performance test, completing all assignments and activities, passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ❑ I-400: Advanced ICS, for Command and General Staff Complex Incidents, NWCG

EMERGENCY SERVICE DELIVERY**#30. Describe And Demonstrate Developing a Comprehensive Disaster Plan**

AUTHORITY: 2003 NFPA 1021: Sections 7.6.1, 7.6.1(A), 7.6.1(B), 7.6.2, 7.6.2(A), and 7.6.2(B)

LEVEL: II

OAC#: XVII-C-2

PERFORMANCE GOAL**GIVEN:**

1. A summary of the different types of disaster plans
2. A summary of the various elements of a disaster plan
3. Develop a disaster plan designed to mitigate a major incident

PERFORMANCE:

1. Describe the types of disasters, which **shall** include:
 - Chemical, biological, radiological, nuclear, and explosive (CBRNE)
 - Civil disturbances
 - Health emergencies
 - Natural disasters
2. Describe how each type of disaster impacts local, regional, state, and federal resources
3. Describe the factors that determine how strategies are measured during each type of disaster
4. Describe the duties and responsibilities of a fire officer using the incident command system at each type of disaster
5. Describe the deployment of equipment and personnel required during the initial stages of each type of disaster
6. Describe risk assessment considerations used during the initial stages of each type of disaster
7. Describe the initial actions taken during each type of disaster, which **shall** include:
 - Establishing communications
 - Implementing ICS
 - Initiating notification of other agencies and organizations
 - Initiating triage, treatment, and transportation of victims
 - Report on condition
 - Size-up
4. Demonstrate the development of a disaster plan to control a major incident, which **shall** include:
 - Chemical, biological, radiological, nuclear, and explosive (CBRNE)
 - Civil disturbances
 - Health emergencies
 - Natural disasters

STANDARD:

By completing all operations on a performance test, completing all assignments and activities, passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Emergency Response to Terrorism: Job Aid, FEMA
- ☐ Field Operations Guide, FIREScope
- ☐ Fire Protection Handbook, NFPA
- ☐ Incident Management and Unified Command for CBRNE and Terrorism Incidents, Texas Engineering Extension Service
- ☐ Terrorism Consequence Management Course, California Fire Fighter JAC

Comment Draft

EMERGENCY SERVICE DELIVERY**#31. Describe And Demonstrate Commanding Wildland and I/Zone Fires Involving Multi-alarm/Multi-agencies**

AUTHORITY: 2003 NFPA 1021: Sections 6.6.1, 6.6.1(A), 6.6.1(B), and the *State Fire Marshal*

LEVEL: II

OAC#: V-E-26, 27, 28, and 29

PERFORMANCE GOAL**GIVEN:**

1. A summary of the elements of intermediate wildland fire behavior
2. A summary of the elements of ICS and the steps for developing an incident action plan for a major wildland/I-Zone incident
3. A summary of the duties and responsibilities of Strike Team Leaders, Division/Group Supervisors, and Branch Directors at a major wildland/I-Zone fire
4. A summary of communication requirements for a wildland/I-Zone fire
5. A summary of resources and their capabilities used at a major wildland/I-Zone fires
6. A summary of fire fighter safety and survival considerations in the wildland/I-Zone fire environment
7. A summary of evacuation and structure triage considerations used in wildland/I-Zone fires
8. A summary of the procedures used to contain and control a major wildland/I-Zone fire

PERFORMANCE:

1. Describe the elements of intermediate wildland fire behavior as it applies to wildland/I-zone fires, which **shall** include:
 - S-290: Intermediate Wildland Fire Behavior
2. Describe the elements of ICS as it relates to I-Zone fire fighting and demonstrate the development of an Incident Action Plan
3. Describe the duties and responsibilities of the strike team leaders, Division/Group Supervisors, and Branch Directors at a major wildland/I-Zone fire
4. Describe the communication process as it relates to wildland/I-Zone fire fighting
5. Describe wildland/I-Zone fire fighting resources and their capabilities, which **shall** include:
 - Aircraft
 - Dozers
 - Engines
 - Hand crews
 - Overhead
6. Describe fire fighter safety and survival in wildland/I-Zone fire fighting
7. Describe evacuation and structure triage considerations used in a major wildland/I-Zone fire

8. Demonstrate the procedures used to contain and control a major wildland/I-Zone fire, which *shall* include:

- Fire-fighting methods use in fire control
- How the ICS organization structure is applied
- Strategy and tactics

STANDARD:

By completing all operations on a performance test, completing all assignments and activities, passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Fire Officer Principles and Practices, Jones and Bartlett
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

EMERGENCY SERVICE DELIVERY**#32. Describe And Demonstrate Conducting A Post Incident Analysis (After Action Report) On A Multi-unit/Multi-agency Incident**

AUTHORITY: 2003 NFPA 1021: 6.6.2, 6.6.2(A), and 6.6.2(B)

LEVEL: II

OAC#: XVII-C-5

PERFORMANCE GOAL**GIVEN:**

1. A summary of the purpose and objectives of a post incident analysis
2. A summary of the criteria for initiating a post incident analysis
3. A summary of the components of a post incident analysis
4. A summary of the procedures for conducting a post incident analysis
5. A simulated incident for conducting a post incident analysis

PERFORMANCE:

1. Describe the objectives of a post incident analysis
2. Describe the criteria for initiating a post incident analysis
3. Describe the components to be reviewed, which **shall** include:
 - Efficiency and effectiveness of operations
 - Outcomes
 - Proper use of the incident command system
 - Report on conditions
 - Safety
 - Size-up
 - Strategy and tactics
4. Describe the procedure for conducting a post incident analysis using a department-approved method, which **shall** include:
5. Review all available incident information
 - Analyze the execution of operations
 - Communicate plans for future improvement
 - End on a positive note
 - Evaluate lessons learned
 - Schedule as soon as possible after the incident
6. Demonstrate developing and conducting a post incident analysis

STANDARD:

By completing all operations on a performance test, completing all assignments and activities, passing all written tests and quizzes with a minimum of 80% accuracy

REFERENCE RESOURCES

- ☐ Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- ☐ Chief Officer, IFSTA/FPP
- ☐ Fire Officer Principles and Practices, Jones and Bartlett
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

Comment Draft

HEALTH AND SAFETY**#33. Describe And Demonstrate The Chief Officer's Responsibility For Fire Fighter Health And Safety**

AUTHORITY: 2003 NFPA 1021: 6.7.1, 6.7.1(A), 6.7.1(B), 7.7.1, 7.7.1(A), and 7.7.1(B)

LEVEL: II

OAC#: I-A-1, 2, 3, and 5

PERFORMANCE GOAL***GIVEN:***

1. A summary of federal and state laws and regulations, local ordinances, standards, and department policies and procedures as they relate to fire fighter health and safety in both emergency and nonemergency situations
2. A summary of the components of an injury and illness prevention program
3. A summary of the components of a risk management program
4. A summary of the laws and regulations relating to worker's compensation, disability procedures and retirements
5. A summary of the common causes of unsafe acts, health exposures, and conditions that result in fire fighter injuries, occupational illnesses, and/or deaths
6. A summary of procedures on how to supervise and/or conduct an accident investigation
7. A summary of the process to collect and review information on a accident or health exposure and develop a report that includes actions taken and recommendations

PERFORMANCE:

1. Describe federal and state laws and regulations, local ordinances, standards, and department policies and procedures as they relate to fire fighter health and safety in both emergency and nonemergency situations
2. Describe the components of an injury and illness prevention program
3. Describe the components of a risk management program
4. Describe the laws and regulations relating to worker's compensation, disability procedures and retirements
5. Describe the common causes of unsafe acts, health exposures, and conditions that result in fire fighter injuries, occupational illnesses, and/or deaths
6. Describe the procedures on how to supervise and/or conduct an accident investigation
7. Analyze information on a accident or health exposure and develop a report that includes actions taken and recommendations

STANDARD:

By completing all assignments and activities and with a minimum of 80% accuracy on a written exam

REFERENCE RESOURCES

- ☐ California Labor Code, Section 4850 et al
- ☐ Chief Officer, IFSTA/FPP
- ☐ Fire and EMS Law for Officers: Safety, IFSTA/FPP
- ☐ Fire Department Incident Safety Officer, Thomas Delmar Learning
- ☐ Fire Department Safety Officer, IFSTA/FPP
- ☐ Managing Fire and Rescue Services, ICMA
- ☐ NFPA 1500: Fire Department Occupational Safety and Health Program, NFPA
- ☐ Occupational Safety and Health in the Emergency Services, Thomas Delmar Learning
- ☐ The Fire Chief's Handbook, PennWell Books/Fire Engineering

Comment Draft

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- Attacking and Extinguishing Interior Fire, Lloyd Layman, NFPA
- Basic Financial Management, Sixth Edition, Prentice-Hall
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- California Building Code
- California Code of Regulations, Title 19
- California Code of Regulations, Title 8, Managed Health Care
- California Fire Code
- California Labor Code, Section 4850 et al
- Chief Fire Officer's Desk Reference, IAFC, Jones and Bartlett
- Chief Officer, IFSTA/FPP
- Community Emergency Response Teams, FEMA
- Company Officer, Clinton Smoke, Thomson Delmar Learning
- Creating and Evaluating Standards of Response Cover for Fire Departments, Center for Public Safety Excellence
- Effective Supervisory Practices, ICMA
- Emergency Response to Terrorism: Job Aid, FEMA
- Employee Performance: Appraisal and Management, ICMA
- FESHE model
- Field Operations Guide, FIREScope
- Fire and EMS Law for Officers: Safety, IFSTA/FPP
- Fire Department Company Officer, IFSTA/FPP
- Fire Department Incident Safety Officer, Thomas Delmar Learning
- Fire Department Safety Officer, IFSTA/FPP
- Fire Fighting Tactics, Lloyd Layman, NFPA
- Fire Officer Principles and Practices, Jones and Bartlett
- Fire Protection Handbook, NFPA
- Hazardous Materials First Responder Operations, OES/CSTI
- Hazardous Materials: Managing the Incident, Noll and Hildebrand, IFSTA/FPP
- I-300: Intermediate ICS, for Single Resources and Initial Action Incidents, NWCG
- I-400: Advanced ICS, for Command and General Staff Complex Incidents, NWCG, 2006
- Incident Management and Unified Command for CBRNE and Terrorism Incidents, Texas Engineering Extension Service
- Incident Management System Model Procedures Guide for High-Rise Firefighting, IFSTA/FPP
- Leading Others, Section 2, International Public Safety Leadership and Ethics Program
- Managing Fire and Rescue Services, ICMA
- NFPA standards
- NIOSH Pocket Guide to Chemical Hazards, NIOSH
- Occupational Safety and Health in the Emergency Services, Thomas Delmar Learning
- Officer Development Handbook, IAFC
- Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall

- Terrorism Consequence Management Course, California Fire Fighter JAC
- The Fire Chief's Handbook, PennWell Books/Fire Engineering
- The Legislative Process, Sheldon Gilbert, California Fire Chiefs Association
- The Rights of Firefighters, Will Aitchison, Labor Relations Information System

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